

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

AIR FORCE INSTRUCTION 36-3009

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**AIR FORCE SPACE COMMAND
Supplement 1**

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Personnel

FAMILY SUPPORT CENTER PROGRAM

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This instruction implements AFPD 36-30, *Military Entitlements*, Department of Defense (DoD) Instruction 1342.22, *Family Centers*, December 30, 1992. It provides the authority and criteria for establishing Family Support Centers (FSC), defines FSC programs. This instruction directs collecting and maintaining information subject to the *Privacy Act of 1974* authorized by Title 10, United States Code, Section 8013 and DoD Instruction 1342.22, *Family Centers*. System of Records F035 AF DP A applies. It provides FSC facility, staffing, funding and operating guidelines. It prescribes the forms used and records maintained. Send comments and suggested improvements on Air Force Form 847, **Recommendation for Change of Publication**, through channels, to SAF/AADP, 110 Luke Avenue, Suite 300B, Bolling AFB DC 20332-9080. Any major command (MAJCOM) may supplement this instruction with prior approval of HQ USAF/DPCHF. MAJCOMs must send one copy of their supplement to SAF/AADP, 110 Luke Avenue, Suite 300B, Bolling AFB 20332-9080. See **Attachment 1** for Glossary of References, Abbreviations, Acronyms and Terms.

(AFSPC) **This supplement implements and extends the guidance of Air Force Instruction (AFI) 36-3009, *Family Support Center Program*. The AFI is published word-for word without editorial review. Air Force Space Command (AFSPC) supplemental material is indicated in bold face. This supplement describes AFSPC's procedures for use in conjunction with the basic AFI. The use of the name or mark of any specific manufacturer, commercial product, commodity or service in this publication does not imply endorsement by the Air Force. It does apply to Air Force Reserve Command (AFRC) and Air National Guard (ANG).**

SUMMARY OF REVISIONS

This revision expands the eligibility for usage to all DoD personnel, their families, and the Guard and Reserve and their families (paragraph **1.**). It restates functions formerly found in AFR 30-7; the role of the Deputy Director (paragraph **2.8.**) and guidance for the Family Services Program (paragraph **5.6.**). It defines new Family Readiness Coordinator position (paragraph **2.9.**). It includes guidance for the Air

Force Community Action Plan (paragraph 2.6.1.); the new Air Force Volunteer Excellence Award paragraph 4.4.1.); and the Integrated Delivery System Subcommittee of the CAIB (paragraph 7.5.1). Functions previously identified as FSC Services are now defined as Core Activities (paragraph 3.). Change the Family Action Information Board (FAIB) to Community Action Information Board (CAIB) (paragraph 7.). New or revised material is indicated by a (|) .

(AFSPC) This publication incorporates extensive operational guidance and minor administrative changes. A bar (|) indicates a revision from the previous edition.

1. Concept of Operation. This instruction establishes the following concept of operation for Air Force FSCs:

- 1.1. Assist Commanders in their responsibility for the health and welfare of the military community.
- 1.2. Support mission readiness by helping individuals and families adapt to the changes and demands of military life.
- 1.3. Serve DoD personnel and families, to include all services and Guard and Reserve members while on active duty, DoD civilians and their eligible family members, other eligible uniformed members, military retirees, and their eligible family members.
- 1.4. Align functionally under the Mission Support Squadron Commander with sufficient qualified staff to meet local workload requirements.
- 1.5. Act as consultant with family readiness planning during peacetime to ensure family members are prepared for unique role and responsibilities associated with activation of the National Guard or Reserve.

2. Responsibilities and Authorities. This instruction establishes the following responsibilities and authorities:

- 2.1. The Deputy Chief of Staff for Personnel (HQ USAF/DP) establishes and directs policy, oversees implementation of the Air Force Family Matters (AFFAM) strategic plan, and provides resources for the FSC program.
- 2.2. As office of primary responsibility (OPR), the Chief of Human Resources Development Division (HQ USAF/DPCH) is responsible for the following:
 - 2.2.1. Administers and manages the FSC program by developing and disseminating policy, plans, and program guidance.
 - 2.2.1.1. Responsible for oversight of the HQ USAF internet home page on FSC
 - 2.2.1.2. Responsible for developing, coordinating and implementing the AFFAM Strategic Plan.
 - 2.2.1.3. Responsible for coordination on, development of, and oversight of DoD/AF Standards for FSCs.
 - 2.2.2. Ensures compliance with Air Force FSC policies and procedures and conducts and monitors research on family issues.

- 2.2.3. Develops budget and addresses resource issues, to include manpower, in support of FSC program requirements.
- 2.2.4. Develops and forwards to OASD (FM&P), for review and approval, a comprehensive evaluation system to measure the effectiveness of FSCs to include a management information report, an Air Force-wide needs assessment survey, and Air Force-wide measurement criteria.
- 2.2.5. Approves waivers and exceptions to the requirements of this instruction.
- 2.2.6. Coordinates Air Staff Community Action Information Board (CAIB).
 - 2.2.6.1. Purpose: The Air Staff CAIB serves as the Headquarters forum for identifying individual/family related issues, needs and resources.
 - 2.2.6.2. Mission: The Air Staff CAIB acts as a cross functional body to develop and direct policy which resolves identified individual/family issues.
 - 2.2.6.3. Membership parallels that stated in [Attachment 2](#), paragraph [A2.1](#). as appropriate.
 - 2.2.6.4. Collaborates and coordinates on the Air Force Community Action Plan.
- 2.3. MAJCOM commander ensures each active duty installation in the command with a military population of at least 500 establishes and maintains an FSC and assigns responsibility for the command's FSC program to the Director of Personnel (DP).
- 2.4. MAJCOM Director of Personnel (DP) oversees the command's FSC programs, ensures compliance with HQ USAF/DPCH policy and designates a MAJCOM Family Program Manager to manage the command's FSC programs.
- 2.5. MAJCOM Family Program Manager provides policy guidance, resource support, and technical assistance to base FSC programs and is responsible for the following:
 - 2.5.1. Develops budget to support each command FSC program requirement.
 - 2.5.2. Coordinates and implements the AFFAM strategic plan within the command FSCs.
 - 2.5.3. Provides for recurring professional staff development training for FSC personnel.
 - 2.5.4. Ensures the Director and Deputy Director attend the appropriate qualification course conducted by Air University within 1 year of assignment to the position.
 - 2.5.5. May supplement this Air Force Instruction to meet command mission requirements.
 - 2.5.6. Ensures that FSCs within their MAJCOM are providing services as required by this AFI and other guidance.
 - 2.5.7. Electronically sends the command FSC Spreadsheet *Statistical Summary Report*(RCS: HAF- DPC [Q]8401) to HQ USAF/DPCH not later than 31 January, 30 April, 31 July, and 31 October of each year. This report is designated emergency status Code C 2. Continue reporting during emergency conditions, precedence delayed. Submit data requirements as prescribed, but they may be delayed to allow the submission of higher precedence reports. Statistical data for the Relocation Assistance and Transition Assistance Programs should be submitted IAW AFIs 36-3011 and 36-3022 respectively.
 - 2.5.8. Coordinates MAJCOM CAIB.
 - 2.5.8.1. Purpose: The MAJCOM CAIB serves as the forum for identifying individual/family

related issues, needs and resources.

2.5.8.2. Mission: The MAJCOM CAIB acts as a cross functional body to develop and direct policy which resolves identified individual/family issues.

2.5.8.3. Membership parallels that stated in [Attachment 3](#), paragraph [A3.1](#). as appropriate.

2.5.8.4. Reviews base level Community Action Plans and works to resolve those issues within MAJCOM scope of control. Forward to Air Staff, within 90 days of receipt from installations, those issues identified as beyond MAJCOM scope of control.

2.5.9. Collaborates and coordinates on the MAJCOM Community Action Plan.

2.5.10. Develops command goals and objectives which can be measured and evaluated.

2.6. The Installation Commander identifies, staffs, funds and ensures the availability and quality of FSC facilities, services and programs.

2.6.1. Ensures development and implementation of base Community Action Plan every two years. It should be accomplished within six months of the completion of the Air Force Community Needs Assessment. This plan may be incorporated into the installation strategic planning process.

2.6.1.1. Elicits a list of concerns about family/community issues, programs, problems, etc., presented to CAIB. Data can be gathered directly from grass roots focus groups, needs assessments, local surveys, etc.

2.6.1.2. Forward to MAJCOM those issues or problems that cannot be resolved at base level.

2.7. The FSC Director manages and leads the FSC program and consults with the installation commander for family issues and is responsible for the following:

2.7.1. Develops and oversees execution of the FSC budget.

2.7.1. (AFSPC) Ensure all professional services are developed, marketed, implemented and continuously improved in a quality manner, and included in the annual comprehensive Family Support Center marketing plan.

2.7.2. Coordinates and implements the AFFAM strategic plan at the FSC.

2.7.2. (AFSPC) Implement and utilize an effective self-inspection program.

2.7.3. Selects the FSC Deputy Director who assists the Director in the overall management of the FSC. Selection is subject to approval by Installation Commander and criteria at [Attachment 4](#).

2.7.3. (AFSPC) Ensure FSC manning levels are fully utilized and staffed on a timely basis.

2.7.4. Develops and implements a marketing plan for all FSC activities.

2.7.4. (AFSPC) Closely monitor Unit Manning Document (UMD) authorizations, keeping information current and accurate on the quarterly FSC status report to HQ AFSPC.

2.7.5. Ensures all core activities and core programs are available to all eligible personnel, including those at geographically separated units, and are coordinated with other Federal, state, and civilian agencies.

2.7.5. (AFSPC) Have approved standard position descriptions for all assigned positions/personnel.

2.7.6. Ensures all FSC staff attend appropriate training within one year of assignment to the position and appropriate staff development on a recurring basis as required.

2.7.6. (AFSPC) Ensure program critiques are administered and evaluation data maintained on all courses/workshops presented. (This applies to ALL FSC programs.)

2.7.7. (Added-AFSPC) Ensure program folders are maintained on all programs and services offered at the FSC.

2.7.8. (Added-AFSPC) Provide annual opportunities for the FSC staff members to attend technical or professional development courses.

2.7.9. (Added-AFSPC) Provide FSC orientation briefings to new commanders within 2 months of assuming command.

2.7.10. (Added-AFSPC) Brief commanders and first sergeants at least annually on available FSC programs and services.

2.8. The Deputy Director assists the director in the overall management of the FSC and is responsible for the following:

2.8.1. Manages resources and Information Management Systems.

2.8.1. (AFSPC) Assigned equipment/supply custodian will attend appropriate supply and equipment training.

2.8.1.1. (Added-AFSPC) Develop procedures to review and follow-up on all outstanding supply and equipment back orders.

2.8.2. Assists in planning and coordinating family policy and programs.

2.8.2. (AFSPC) Ensure accountability of all equipment. Ensure prompt reporting and follow-up of problems in order to maintain Local Area Network (LAN) connectivity.

2.8.2.1. (Added-AFSPC) Deputy will serve as Air Force Aid Society (AFAS) Officer during civilian furloughs and emergency situations benefiting from military representation.

2.8.3. Manages and executes the FSC budget, including the procurement of contracted services. Transition and Relocation budgets will be managed IAW the appropriate AFIs.

2.8.3.1. (Added-AFSPC) Provide a prioritized breakdown of each budget by Element of Expense Investment Code (EEIC) of all planned expenditures.

2.8.3.2. (Added-AFSPC) Provide justification for each EEIC budget listing for all planned expenditures.

2.8.3.3. (Added-AFSPC) Prepare paperwork in advance of funds distribution on all planned expenditures.

2.8.3.4. (Added-AFSPC) Maintain an up-to-date tracking of budget expenditures using a checkbook type register.

2.8.3.5. (Added-AFSPC) Compare finance office listed expenditures with FSC figures. Research discrepancies and correct immediately.

2.8.3.6. (Added-AFSPC) Research new fiscal year funding to ensure Transition Assistance Program (TAP) and Relocation Assistance Program (RAP) members are paid from the correct money. Research discrepancies and correct immediately.

2.8.3.7. (Added-AFSPC) Resolve all supply, equipment and funding discrepancies using written correspondence and maintain at the FSC.

2.8.3.8. (Added-AFSPC) Take prompt actions to firm up all memo due outs when funds are available.

2.8.4. Promotes FSC programs/services at Chief's groups, First Sergeant's Groups and other applicable forums. Serves as military advisor to the FSC Director and staff.

2.9. The Family Readiness Coordinator assists the director in all aspects of family readiness activities, i.e. those mechanisms essential for enhancing readiness by supporting families throughout all stages of deployments, mobilizations, separations, local or national emergencies/disasters, and evacuations.

2.9.1. Coordinates readiness activities of all core FSC programs.

2.9.2. Aids and assists with those requirements outlined in paragraph 3.

2.9.3. Maintains familiarity with base contingency/operational plans as they relate to family readiness.

3. Core Activities. This instruction establishes the following core activities provided by FSCs. These activities are integral to each FSC program and should be performed by all FSC personnel. Every activity requires outreach to deliver services/programs beyond the walls of the FSC. An annual Outreach Plan will define targeted populations, needs, resource shortfalls, outreach strategies and impact. This plan should be coordinated with other outreach and prevention efforts.

3. (AFSPC) A copy of the annual outreach plan will be sent to HQ AFSPC Family Matters (DPCF) by 1 Oct of each year via FAMNET® to HQ AFSPC - ADMIN.

3.1. Family Readiness. Provides preparation information and on going education and assistance to individuals, families and leadership. The information, education and assistance efforts are aimed at preparing military members and families to be optimally prepared for all facets of military life.

3.1.1. Provides assistance and support to individuals, families and leadership during mobilization and deployments, evacuations, local/national emergencies and disaster response. Ensures development and implementation of a written readiness response plan and its incorporation into installation operations planning.

3.1.1. (AFSPC) Work closely with Military Personnel Flight (MPF) to coordinate receipt of deployment and Temporary Duty (TDY) listings on a recurring basis.

3.1.2. Implements support programs for family members separated due to deployments, remote tours, etc. (e.g. "Hearts Apart").

3.1.2. (AFSPC) Ensure 100 percent contact of members being deployed or sent on TDYs which exceed 30 days.

3.1.3. (Added-AFSPC) Ensure 100 percent contact with spouses of members deployed or on TDYs over 30 days.

3.1.4. (Added-AFSPC) Ensure an annual 100 percent contact with all organizations to provide information on available services and programs.

3.1.5. (Added-AFSPC) Work closely with Communications and Services squadrons to help encourage maximum publicity and usage of Morale Call and Give Parents a Break programs by separated families.

3.2. Information, Referral and Follow-up. Helps DoD personnel and their families identify and clarify needs and determine appropriate forms of assistance and provides linkage to those resources. Appropriate referral is ensured through follow-up. Staff reports trends and gaps in services for policy, planning and coordination purposes. Staff should be designated to update and manage the information and referral data base and coordinate base-wide data input.

3.2. (AFSPC) Develop and maintain a comprehensive community resource system using current Air Force approved Information, Referral and Follow-up (I&R) software (FAMINFO)®.

3.2.1. (Added-AFSPC) Coordinate base-wide data input and ensure availability of current data to all base agencies, DoD personnel and their families.

3.2.2. (Added-AFSPC) Work with Family Advocacy Program (FAP) to ensure database includes and/or excludes agencies as outlined in Memorandum of Agreement (MOA) between FSCs, Family Advocacy Program (FAP) and AFRC. Installation Staff Judge Advocate approves local inclusion/exclusion policy.

3.2.3. (Added-AFSPC) Identify trends in service requests, unmet needs and gaps in community resources through analysis of computer usage data.

3.2.4. (Added-AFSPC) Ensure all staff members have necessary skills to use the computer I&R database.

3.2.5. (Added-AFSPC) Participate in all scheduled base newcomer activities.

3.2.6. (Added-AFSPC) The I&R Specialist will prepare and provide to Public Affairs effective and ongoing publicity on FSC programs and services.

3.2.7. (Added-AFSPC) An information file will be compiled on available resources to assist clients with Eldercare concerns.

3.3. Policy, Planning and Coordination. Identifies family issues and trends by working with a wide range of civilian and military agencies and through formal and informal assessment mechanisms. Provides analysis to appropriate functions and advocates policies and procedures to resolve identified issues.

3.3. (AFSPC) Coordinate and integrate family support policy program planning among base and community agencies.

3.4. Leadership Consultation. Provides information and assistance to the installation commander and unit leadership to address individual and family concerns. FSC Director should meet with new commanders and First Sergeants within 60 days of their arrival.

3.4. (AFSPC) Advise and assist the commander in developing and implementing local family related programs and policies.

3.5. Life Skills Education. Provides a range of prevention and enrichment services designed to strengthen the adaptability of individuals and families to the demands of military life.

3.6. Crisis Assistance. Gives immediate, short-term support to help individuals and families with challenging life situations.

4. Core Programs. This instruction establishes the following baseline programs for the FSC:

4.1. Personal Financial Management Program (PFMP). Offers information, education and personal financial counseling to help individuals and families maintain financial stability and reach their financial goals.

4.1. (AFSPC) Take a proactive role and consult with commanders and first sergeants on trends affecting their members and serve as a consultant to assist with problem resolution.

4.1.1. Provides education to all personnel upon arrival at their first duty station, to include at a minimum, facts about PFMP, checkbook maintenance, budgeting, credit buying, state or country liability laws and local fraudulent business practice. Provides refresher education to all E4s and below upon arrival at new installation.

4.1.1. (AFSPC) Make available, news and magazine articles, news briefs and other written information to assist Air Force personnel in managing their personal finances.

4.1.2. (Added-AFSPC) Make available to DoD personnel and their families counseling and/or analysis of personal financial status, budgeting, debt liquidation, consumer protection, checkbook maintenance, establishing credit, retirement planning, retirement incentive evaluation, saving and investment counseling and income tax preparation.

4.1.3. (Added-AFSPC) Offer programs to assist Air Force members with financial planning for deployment/remote tours/extended TDYs and special need families.

4.1.4. (Added-AFSPC) Use the Air Force Aid Society (AFAS) to assist clients with resolving short-term financial distress. Long term problems will be managed with the combined approach of PFMP counseling and AFAS.

4.1.5. (Added-AFSPC) Provide feedback within 2 working days to commanders/first sergeants who made client referrals.

4.1.6. (Added-AFSPC) Ensure first duty station newcomers receive training within 2 months of arrival on station.

4.2. Air Force Aid Society (AFAS). Provides a method to resolve short-term financial difficulties through direct liaison with HQ AFAS and operates in accordance with AFI 36-3109.

4.2. (AFSPC) The Air Force Aid Society program should be administered IAW AFI 36-3109, *Air Force Aid Society (AFAS)* and applicable supplements.

4.2.1. (Added-AFSPC) In areas where multiple service programs are operative, the AFAS Officer will maintain contact with appropriate service emergency relief/aid offices and coordinate on emergency response actions.

4.2.2. (Added-AFSPC) The AFAS Officer (AFASO) will ensure proper maintenance of all paperwork associated with AFAS special initiatives and programs.

4.3. Career Focus Program (CFP). Assists individuals and family members with short and long term career goals. Provides employment skill training to prepare customers for local and long distance job search. The CFP includes: local labor market information, skills and interests identification, skills development workshops, job bank or job referrals, linkages to job alternatives, networks for employment contacts, networks for support, and marketing.

4.3. (AFSPC) Conduct workshops that include, but are not limited to, job search skills, resume writing, interview techniques, preparing a federal employment application and dressing for success.

4.3.1. (Added-AFSPC) Maintain a job bank with current job vacancies and clients' skills/preferences.

4.3.2. (Added-AFSPC) Maintain computer resource center and library of reference materials. (Should be integrated with the Transition Assistance Program resource center/library).

4.3.3. (Added-AFSPC) Provide referrals for alternatives to paid employment (education, training, volunteer placement).

4.3.4. (Added-AFSPC) Network with local on- and off-base employment agencies/organizations to provide information on employment opportunities and application procedures.

4.3.5. (Added-AFSPC) Provide information about home-based self-employment business opportunities to include those allowed by base regulations.

4.3.6. (Added-AFSPC) Utilize local news media, printed brochures, networking techniques and community briefings to market the program.

4.3.7. (Added-AFSPC) Keep abreast of local/federal hiring practices and job market trends.

4.3.8. (Added-AFSPC) Develop a follow-up system to identify and track program effectiveness and success.

4.4. Volunteer Resource Program (VRP). Coordinates installation volunteer recruitment, training and recognition in conjunction with other base agencies.

4.4. (AFSPC) Provide information and referral services to agencies and to individuals seeking volunteer placement.

4.4.1. Program managers will administer the Air Force Volunteer Excellence Award as specified in [Attachment 5](#).

4.4.1. (AFSPC) Provide training opportunities for volunteers and volunteer administrators.

4.4.2. (Added-AFSPC) Coordinate a Volunteer Advisory Committee (VAC) to ensure, at a minimum, a yearly base-wide volunteer recognition program is conducted.

4.4.3. (Added-AFSPC) Ensure the base Volunteer Resources Program (VRP) plan includes marketing and publicity, recruitment, interviewing, referral, placement and follow-up, record keeping, forms and self-inspections.

4.5. Relocation Assistance Program (RAP). The FSC is the focal point for relocation assistance at the installation level. As an integral program in the FSC, provides information and services to relocating DoD individuals and their families. Facilitates the coordination and collaboration of diverse reloca-

tion services in accordance with AFI 36-3011. FSC staff facilitate the use of all FSC Activities/Programs to assure quick adjustment to the relocation process.

4.5. (AFSPC) The Relocation Assistance Program should be administered IAW AFI 36-3011, *Relocation Assistance Program* and applicable supplements.

4.5.1. (Added-AFSPC) FSC hosts a comprehensive pre-departure briefing (Smooth Move) which allows all base agencies to inform Permanent Change of Station (PCS)ing personnel of moving/travel requirements and services.

4.5.2. (Added-AFSPC) Briefing frequency should permit all PCSing personnel, with 45 days or more prior to PCS, notice to attend.

4.6. Transition Assistance Program (TAP). The FSC is the focal point for transition assistance at the installation level. As an integral program in the FSC, provides information and services to separating and/or retiring individuals to assist in a smooth transition from the Air Force. These services are offered to all eligible military and DoD civilians and their families. This program is operated in accordance with AFI 36-3022.

4.6. (AFSPC) The Transition Assistance Program should be administered IAW AFI 36-3022, *Transition Assistance Program* and applicable supplements.

4.7. Family Life Education Program (FLEP). Enhances the individual's knowledge, skills, and abilities to anticipate and meet challenges throughout the various stages of the family life cycle.

4.7. (AFSPC) Develop and provide family life skills courses/workshops that meet the needs of the diverse base population.

4.7.1. (Added-AFSPC) Ensure programs offered are validated by a formal or informal needs assessment.

5. Special Considerations. This instruction establishes the following special considerations for FSC operations:

5.1. Counseling. Counseling is used to assess and match family member needs with community resources, to facilitate access to and use of referral resources, and to monitor the total referral process. Clinical counseling and therapy are prohibited in the FSC.

5.2. Privacy. Information obtained from individuals and FSC records must be appropriately safeguarded to protect an individual's privacy. However, certain instances governed by regulations and statutes require reporting to appropriate authorities. Prior to obtaining information from a client, FSC staff must inform clients that information may be released under limited circumstances.

5.2. (AFSPC) If applicable, FSCs will follow Personnel Reliability Program (PRP) procedures.

5.2.1. Instances to report include (but are not limited to): *Personnel Reliability Program* (AFI 36-2104), *Family Advocacy Program* (AFI 40-301), and the commission of a crime in violation of Uniformed Code of Military Justice, federal or state law.

5.2.1. (AFSPC) Develop and maintain a current operating instruction for the FSC on PRP procedures. (Operating Instruction should be coordinated with Base and Medical Treatment Facility PRP managers.)

5.2.2. Clear threats to mission accomplishment or individual safety require reporting to proper authorities.

5.2.2. (AFSPC) Annual PRP training will be conducted for FSC staff members and annotated in training records.

5.2.3. Disclosure of any FSC records must be in compliance with AFI 37-132, *Privacy Act Program*.

5.2.3. (AFSPC) The FSC will maintain a current PRP roster.

5.2.4. (Added-AFSPC) PRP client AF Form 2800s will be flagged with red tape or marker in the upper right corner.

5.2.5. (Added-AFSPC) PRP notifications made to commanders will be annotated on the AF Form 2800/2801.

5.3. Criteria for Service Delivery. The FSC offers programs and services that may be either proactive or reactive, using the following criteria:

5.3.1. Needs Validation. Services and programs will be based on needs validated by an assessment process.

5.3.2. Relates to Individuals/Families. Services and programs will focus on the issues and concerns across the life cycle of individuals and families.

5.3.3. Duplication. The FSC will not assume responsibility for services and programs that fit within the purview of other military agencies or are available and accessible from other resources.

5.3.4. Collaboration. The FSC will collaborate with other agencies and resources to enhance the quality and availability of programs and services for DoD personnel.

5.3.5. Prevention. Services and programs will focus on prevention and individual/family development to enhance the well-being of individuals and families to strengthen their adaptation to military life.

5.4. Volunteers. Volunteers may be used in support of FSC activities.

5.4. (AFSPC) The FSC Flight Chief will establish policies and procedures to recruit, train, supervise and recognize volunteers working within the FSC.

5.5. Donations. FSC is authorized to accept donations according to AFI 51-601, *Gifts to the Air Force*.

5.6. Family Services Program (FSP). Air Force's traditional volunteer organization that assists service members and their families. The FSP is an optional program based on local needs and availability of volunteers.

5.6.1. Is under the overall supervision of the FSC Director.

5.6.2. Nonappropriated funds (NAF) may be used to fund selected FSP services IAW guidance in AFI 34-201, *Use of Funds*. Examples include items in lending closets, and uniforms, awards, and child development services for volunteers. Budgets should be submitted through the NAF Council for approval by the installation commander. Donations may be used to augment requirements.

6. Resources and Data Management. This instruction establishes the following guidelines for FSC resources and data management:

6.1. Facilities. Facilities should be easily identifiable and within close proximity to other support activities to allow for easy accessibility. FSCs must meet facility requirements as outlined in AFH 32-1084, *Facility Requirements Handbook*.

6.1.1. Facility furnishings should be durable, comfortable, attractive and consistent with a warm, inviting environment.

6.1.2. As a minimum, design standards should include:

- Reception/waiting area.
- Administrative support area.
- Adequate work areas.
- Private counseling areas.
- Conference and classroom areas.
- Kitchen.
- Storage and supply area.
- Resource or reference area.
- Restrooms.
- Allow for collocation of other family related activities.

6.2. Funding. FSC funding will be provided through normal Air Force Budget/Manpower cycle. Since the FSC is an appropriated fund agency, NAF are only authorized for the Family Services Program.

6.2. (AFSPC) The FSC Flight Chief should appoint a single individual (usually the deputy) as a resource advisor to coordinate and manage all FSC financial resources. This individual should receive Resource Advisor training from the base Comptroller organization. Additionally, the resource advisor should ensure appropriation integrity is maintained of the resources that are executed.

6.2.1. NAF support for volunteers will be implemented IAW AFI 34-201.

6.3. Records/Forms. FSC will maintain records/forms (see [Attachment 2](#)) for these purposes:

- Identification and Demographics.
- Needs Validation.
- Documentation of Service.

6.4. Reports. Data generated by the FSC may be used to support other mission readiness and family related activities (see [Attachment 2](#)). FSC will send the following reports to MAJCOM. Electronic data compilation and transmission are strongly encouraged:

- FSC Statistical Summary Report. Spreadsheet to be forwarded, electronically, to MAJCOM by 15 January, 15 April, 15 July and 15 October. MAJCOMs will forward aggregated summary electronically to HQ USAF/DPCH by 31 January, 30 April, 31 July, and 31 October.

6.5. Computer hardware, software, and training will be compatible with mission requirements.

7. Community Action Information Board (CAIB): This instruction establishes the following concept of operations.

7.1. Purpose. The CAIB serves as the installation forum for identifying and resolving individual/family related issues, needs and resources.

7.1. (AFSPC) The FSC Flight Chief will assist the commander to ensure the CAIB raises issues and trends that affect Air Force and DoD civilians and their families and forward significant issues to the MAJCOM CAIB.

7.2. Mission. The CAIB identifies gaps in services, raises issues impacting DoD individuals and families and provides solutions to resolve the identified issues and concerns. It acts as a cross-functional body to ensure coordination of services.

7.3. Membership: The CAIB will be chaired by the installation commander. If delegated. The FSC Director is the OPR for the CAIB. Although not restricted, membership must include those individuals specified in [Attachment 3](#) (paragraph [A3.1](#)). Consider inviting a variety of agencies/individuals who have a direct impact on the quality of life for single members and families in the community.

7.3. (AFSPC) The FSC Flight Chief will assist the commander to ensure appropriate agencies (supplier) and other members (customers) are available to address current community issues.

7.4. The CAIB will complete a formal community needs assessment not less than every three years and develop/implement the installation level Air Force Community Action Plan.

7.5. Subcommittees: Special consideration will be given to the creation of a Relocation Assistance Coordinating Committee (RACC) and Transition Assistance Coordinating Committee (TACC). These subcommittees will operate IAW AFI 36-3011 and AFI 36-3022 respectively. However, these activities can be assumed by the CAIB. When the CAIB serves as the RACC and TACC, it will include those members specified at [Attachment 3](#) (paragraph 3.2.1.2 and 3.2.2.2.). Additionally, standard agenda items will address relocation, transition and volunteer issues. Other subcommittees or task forces may be established.

7.5.1. Integrated Delivery System Subcommittee (IDSS)

7.5.1.1. Purpose. The IDSS coordinates and collaborates on all preventive, educational programs aimed at individual/family well being and readiness. It ensures there are no redundancies or gaps in available programs/services by using I & R as its foundation. It supersedes other committees, meetings or working groups involved with similar concerns.

7.5.1.2. Mission. The IDSS collaborates to develop a comprehensive, coordinated plan for outreach and the marketing and presenting of all individual/family prevention programs. This plan is presented to the CAIB chairperson with metrics to measure both process and outcome. Outcome measures may use a wide variety of data and climate assessments.

7.5.1.3. Membership. The core members of IDSS are from the following agencies: Chapel, Family Advocacy, Family Support, Mental Health, Health and Wellness, and Family Member Support Flight. Others as appropriate may participate.

7.5.1.4. Chairperson is selected by the wing commander.

7.6. (Added-AFSPC) The CAIB will meet at least quarterly.

8. Forms Prescribed.

- 8.1. Air Force Form 2800, Family Support Center Individual/Family Data Card (OMB No. 0701-0070).
- 8.2. Air Force Form 2801, Family Support Center Interview and Follow-up Summary (OMB No. 0701-0070).
- 8.3. Air Force Form 2805, Family Support Center Volunteer Data Card and Service Record (OMB No. 0701-0070).
- 8.4. Spreadsheet, Family Support Center Statistical Summary (RCS: HAF- DPC[Q]8401)

MICHAEL D. MCGINTY, Lt General, USAF
DCS/Personnel

Attachment 1**GLOSSARY OF REFERENCES, ABBREVIATIONS, ACRONYMS AND TERMS*****References***

Department of Defense Instruction 1342.22, *Family Centers*

AFPD 36-30, *Military Entitlements*

AFI 34-201, *Use of Funds*

AFI 36-2104, *Personnel Reliability Program*

AFI 36-3011, *Relocation Assistance Program*

AFI 36-3022, *Transition Assistance Program*

AFI 36-3109, *Air Force Aid Society*

AFI 37-132, *Privacy Act Program*

AFI 40-301, *Family Advocacy Program*

AFI 51-601, *Gifts to the Air Force*

AFH 32-1084, *Facility Requirements Handbook*

Abbreviations and Acronyms

AFAS —Air Force Aid Society

AFFAM —Air Force Family Matters

AFI —Air Force Instruction

CAIB —Community Action Information Board

CFP —Career Focus Program

DoD —Department of Defense

DoL—Department of Labor

DP—Director of Personnel

DVA—Department of Veteran's Affairs

FLEP—Family Life Education Program

FSC —Family Support Center

FSP —Family Services Program

HQ USAF/DP—Deputy Chief of Staff for Personnel

HQ USAF/DPCH—Human Resources Development Division

MAJCOM—Major Command

NAF —Nonappropriated fund

OASD (FM&P) —Office of the Assistant Secretary of Defense, Force Management and Personnel

OPR —Office of primary responsibility

PCA —Permanent change of assignment

PEBLO —Physical Evaluation Board Liaison Officer

PFMP —Personal Financial Management Program

RACC —Relocation Assistance Coordinating Committee

RAP —Relocation Assistance Program

TACC —Transition Assistance Coordinating Committee

TAP —Transition Assistance Program

VEA —Volunteer Excellence Award

VRP —Volunteer Resource Program

Terms

Core Programs—Programs specified in this AFI requiring dedicated resources and resulting from identified issues and concerns important to the mission and common to individuals and families.

Core Activities—Generalized services which respond to the needs of leadership, individuals and families.

Department of Defense (DoD) Personnel and Their Families—This includes all military members, all services and Guard and Reserve on active duty, military retirees, DoD civilians, and their eligible family members.

Family Life Cycle—A predictable pattern of development and change as the individual and family matures and evolves over time.

Attachment 2**COMMUNITY ACTION INFORMATION BOARD (CAIB) AND SUBCOMMITTEE MEMBERSHIP**

A2.1. CAIB Membership. Membership includes, as a minimum, Commander, Support Group; FSC Director; Chief, Public Affairs; Staff Judge Advocate; Director, Medical Services; Family Advocacy Officer; Commander or Director, Services Squadron; Family Member Support Flight Chief; Installation Staff Chaplain; Chief, Security Police; Base Civil Engineer; Chief, Social Actions; Senior Enlisted Advisor; Commander, Mission Support Squadron; Education Services Officer, Senior Reserve member, and President, First Sergeant Group.

A2.2. CAIB Subcommittees:

A2.2.1. Relocation Assistance Coordinating Committee (RACC).

A2.2.1.1. The installation commander establishes the RACC. The support group commander chairs the RACC. If delegated, the chairperson should not be lower than the deputy support group commander.

A2.2.1.2. RACC membership includes, as a minimum, representatives from the FSC, accounting and finance, chaplain's office, military personnel flight, services, youth flight, transportation, housing referral office, and medical services.

A2.2.2. Transition Assistance Coordinating Committee (TACC).

A2.2.2.1. The installation commander establishes the TACC. The support group commander chairs the TACC. If delegated, the chairperson should not be lower than the deputy support group commander.

A2.2.2.2. TACC membership includes, as a minimum, transition, relocation and career focus representatives from the FSC; separations and retirements representation from the military personnel flight; the Physical Evaluation Board Liaison Officers (PEBLO); and representatives from the education office, base medical facility, legal office, housing, traffic management, finance, civilian and non-appropriated fund personnel offices, library, public affairs, United States Departments of Veteran's Affairs (DVA) and Labor (DoL) (DVA and DoL participation in accordance with established memoranda of understanding).

Attachment 3**DEPUTY DIRECTOR SELECTION CRITERIA**

A3.1. FSC Deputy Director Selection. The FSC deputy director performs duty in SDI 8C000. The deputy director is usually selected from local personnel resources, subject to HQ AFPC/DPAAD, HQ USAF/REPX or ANGRC (as applicable) approval. All requests for authority to permanent change of assignment (PCA) personnel to FSC deputy director duty should be submitted by the MPF through the MAJCOM to HQ AFPC/DPAAD6 or applicable headquarters. If a qualified local resource is unavailable, the MPF will contact the MAJCOM functional manager to identify eligible non-local candidates. DPAAD6 or applicable headquarters places the applicant or selectee for FSC deputy director in AAC 44.

A3.1.1. The FSC deputy director candidate requirements:

- Must be a volunteer.
- Must have exemplary performance history with the recommendation of the current commander.
- Must have at least 9 months remaining on station if in a short or split overseas tour area, or have at least 24 months at continental United States and overseas long-tour areas.
- Must be a MSgt-CMSgt. (The mission support commander may request a waiver and nominate a strongly qualified TSgt if a MSgt-CMSgt volunteer cannot be located.)
- Background in Human Relations field desirable

A3.1.2. Do not consider personnel in an overseas imbalance or chronic critical shortage Air Force specialty for the deputy director's position.

A3.1.3. HQ AFPC/DPAAD approves selected personnel in an overseas freeze status.

A3.1.4. HQ AFPC/DPAAD, HQ USAF/REPX or ANGRC (as applicable) approves deputy directors for two consecutive tours of duty in SDI8C000.

Attachment 4**FAMILY READINESS COORDINATOR SELECTION CRITERIA**

A4.1. FSC Family Readiness Coordinator Selection. The FSC readiness coordinator performs duty in SDI 8C070. The readiness coordinator is usually selected from local personnel resources, subject to HQ AFPC/DPAAD, HQ USAF/REPX or ANGRC (as applicable) approval. All requests for authority to permanent change of assignment (PCA) personnel to FSC readiness coordinator duty should be submitted by the MPF through the MAJCOM to HQ AFPC/DPAAD6 or applicable headquarters. If a qualified local resource is unavailable, the MPF will contact the MAJCOM functional manager to identify eligible non-local candidates. DPAAD6 or applicable headquarters places the applicant or selectee for FSC readiness coordinator in AAC 44.

A4.1.1. The FSC readiness coordinator candidate requirements:

- Must be a volunteer.
- Must have an exemplary performance history with the recommendation of the current commander.
- Must have at least 9 months remaining on station if in a short or split overseas tour area, or have at least 24 months at continental United States and overseas long-tour areas.
- Must be a TSgt. (The mission support commander may request a waiver and nominate a strongly qualified SSgt if a TSgt volunteer cannot be located.)
- Background in Human Relations field desirable

A4.1.2. Do not consider personnel in an overseas imbalance or chronic critical shortage Air Force specialty for the family readiness coordinator's position.

A4.1.3. HQ AFPC/DPAAD approves selected personnel in an overseas freeze status.

A4.1.4. HQ AFPC/DPAAD, HQ USAF/REPX or ANGRC (as applicable) approves readiness coordinators for two consecutive tours of duty in SDI8C070.

Attachment 5**GUIDANCE FOR AIR FORCE VOLUNTEER EXCELLENCE AWARD**

A5.1. Award Description: The Air Force Volunteer Excellence Award (VEA) was established to recognize federal civilians, family members, and military and federal retirees who perform outstanding volunteer community service of a sustained, direct, and consequential nature.

A5.2. Award Eligibility: Authorized by United States Air Force Chief of Staff, for federal civilians, family members and military and federal retirees who perform outstanding volunteer community service. To be eligible, an individual's service must be performed either in the local civilian community, or the military family community, and be of a sustained and direct nature. The volunteer service must be significant in character, produce tangible results and reflect favorably on the United States Air Force. To be awarded the VEA, eligible persons must be nominated by their supervisor in the form of a memorandum or by the voluntary agency for which they donated their service.

Approval authorities shall ensure the service to be honored merits the special recognition afforded by this award. The VEA is intended to recognize exceptional long term community support and not a single act or achievement. Further, it is intended to honor direct support of community activities. For the purpose of this award, attending membership meetings or social events of a community service group would not normally be considered qualifying service, while manning a community crisis action phone line would. The volunteer service may have been donated over time at another military installation or in a local civilian community. For example, long term service as a Family Services volunteer, Boy/Girl Scout leader, etc. The nominee must be performing services on a voluntary basis, not as part of a tasking, and may not result in any personal gain. This award will not be reflected in personnel records or earn promotion credit for federal employees selected to receive this award. The VEA may be awarded posthumously and when so awarded, may be presented to such representatives of the deceased as deemed appropriate by the commander.

A5.3. Selection Board: Award of the VEA shall be authorized by the United States Air Force on behalf of the Air Force Chief of Staff. This authority is delegated to wing commanders. The commander, at his or her discretion, may convene a board or establish another review process to screen and select award winners; however, the commander will retain final award approval. The approving authority shall certify that the individual meets all eligibility criteria and that service was honorable throughout the award period. Individuals may receive only one award of the VEA. Subsequent service may be recognized by local volunteer efforts. The awarding of the VEA is limited to no more than one award per quarter. However, commanders may choose the option of a semi-annual or annual award period.

A5.4. Writing the Nomination: Nominations will be one page (front only). Direct, fact-filled, results-oriented nominations are preferred. The nomination should emphasize the benefits realized by the volunteer service and include qualifying factors that are out of the ordinary. Some suggestions for consideration are: leadership and management, scope of responsibility, innovative and creative ideas, community involvement, initiative, and reliability. Nominators should be specific when giving the time frame of the accomplishment.

A5.5. Award Period: All nominations must be submitted in time to be reviewed so the award can be presented during National Volunteer Week.

Attachment 6

FAMILY SUPPORT CENTER

Figure A6.1. Core Activities and Programs.

